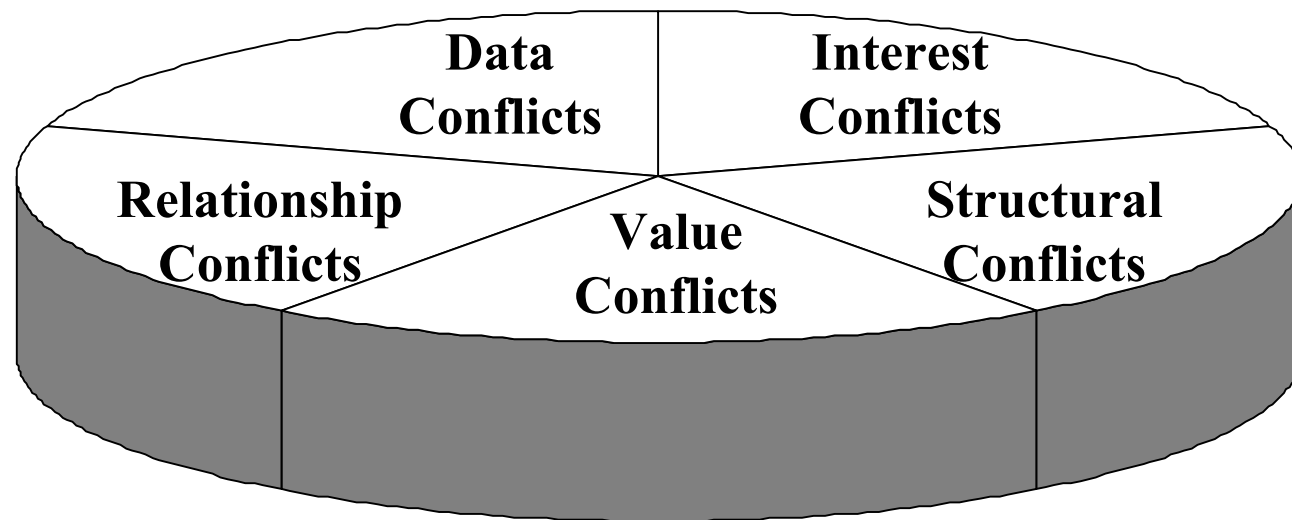




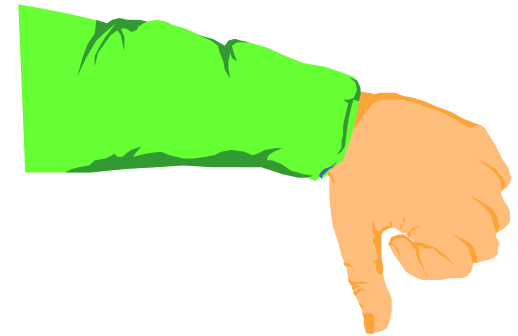
# A road map to identifying five types of conflict:





## Data conflicts caused by:

- Lack of information.
- Misinformation.
- Differing views on what's relevant.
- Different interpretations of data.
- Different assessment procedures.





## Ways to address data conflicts:

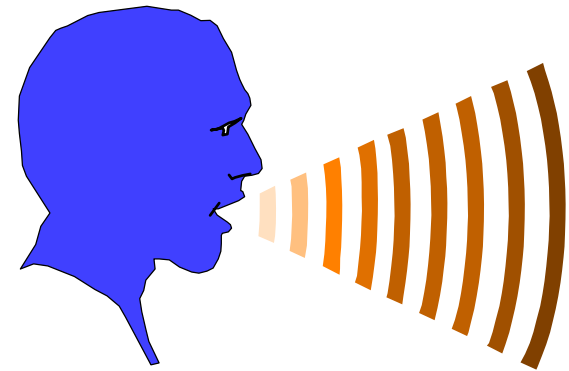
- Reach agreement on what data are important.
- Agree on process to collect data.
- Develop common criteria to assess data.
- Use third-party experts to get outside opinion or break deadlock.





## Relationship conflicts caused by:

- Strong emotions.
- Misperceptions/stereotypes.
- Poor communication.
- Miscommunication.
- Repetitive negative behavior.





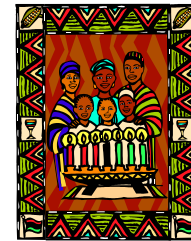
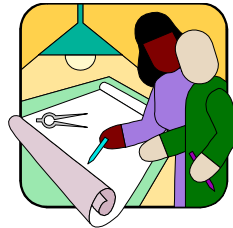
## Ways to address relationship conflicts:

- Control negative expressions through procedures and ground rules.
- Promote process that legitimizes feelings.
- Clarify perceptions - build positive perceptions.
- Improve quality and quantity of communication.
- Block negative repetitive behavior by changing structure.
- Encourage positive problem-solving attitudes.



## Value conflicts caused by:

- Different criteria for evaluating ideas or behavior.
- Exclusive intrinsically valuable goals.
- Different ways of life, ideology and religion.





## Ways to address value conflicts:

- Avoid defining problem in terms of values.
- Allow parties to agree and disagree.
- Create sphere of influence in which one set of values dominates.
- Search for superordinate goal that all parties agree to.



## Structural conflicts caused by:

- Destructive patterns of behavior or interaction.
- Unequal control, ownership, distribution of resources.
- Unequal power and authority.
- Geographical, physical or environmental factors that hinder cooperation.
- Time constraints.





## Ways to address structural conflicts:

- Clearly define and change roles.
- Replace destructive behavior patterns.
- Reallocate ownership or control of resources.
- Establish fair and mutually acceptable decision-making process.
- Change negotiations from positional to interest-based bargaining.
- Modify means of parties (less coercion, more persuasion).
- Change physical and environmental relations.



## Interest conflicts caused by:

- Perceived or actual competitive positions/interests.
- Content.
- Procedures.
- Psychological interest.





## Ways to address interest conflicts:

- Focus on interests, not positions.
- Look for objective criteria.
- Look for solutions that meet needs of all parties.
- Search for ways to expand options/resources.
- Develop trade-offs to satisfy interests of different strengths.



## Causes of conflict:

